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UNITED STATES PACIFIC COMMAND



STRATEGY

PARTNERSHIP READINESS PRESENCE

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**COMMANDER, U.S. PACIFIC COMMAND
(USPACOM)
CAMP H.M. SMITH, HAWAII 96861-4028**

2 April 2009

The United States' oldest combatant command, U.S. Pacific Command (USPACOM), has been a force for peace and a committed partner in the Asia-Pacific region for more than 60 years. With an Area of Responsibility (AOR) that includes more than 3.4 billion people and encompasses about half the earth's surface, the Command remains a significant stabilizing influence in the world. We are proud of our legacy and will remain actively engaged with our national and international partners in preserving the security and stability upon which the region's success depends.

Among Asia-Pacific leaders, there is an understanding of the enormous potential for progress through strong relationships and the advance of freedom and prosperity. Over time, more nations have come to appreciate the value of a cooperative approach to overcoming challenges and countering security threats. USPACOM welcomes this shared sense of responsibility and will partner with nations to achieve mutual security goals and address shared concerns.

The USPACOM Strategy is a long-term plan of action designed to ensure we meet our obligations to defend our nation and its interests. It underscores the fundamental importance of sustained and persistent cooperation and collaboration in times of relative peace to mitigate situations that could lead to conflict and crisis. The emphasis on security cooperation and capacity building does not signal a departure from our primary responsibility to fight and win. Instead, it acknowledges the complexity of our security environment and the importance of proactively employing forces in ways that strengthen partnerships and support conditions that preclude the necessity for combat operations.

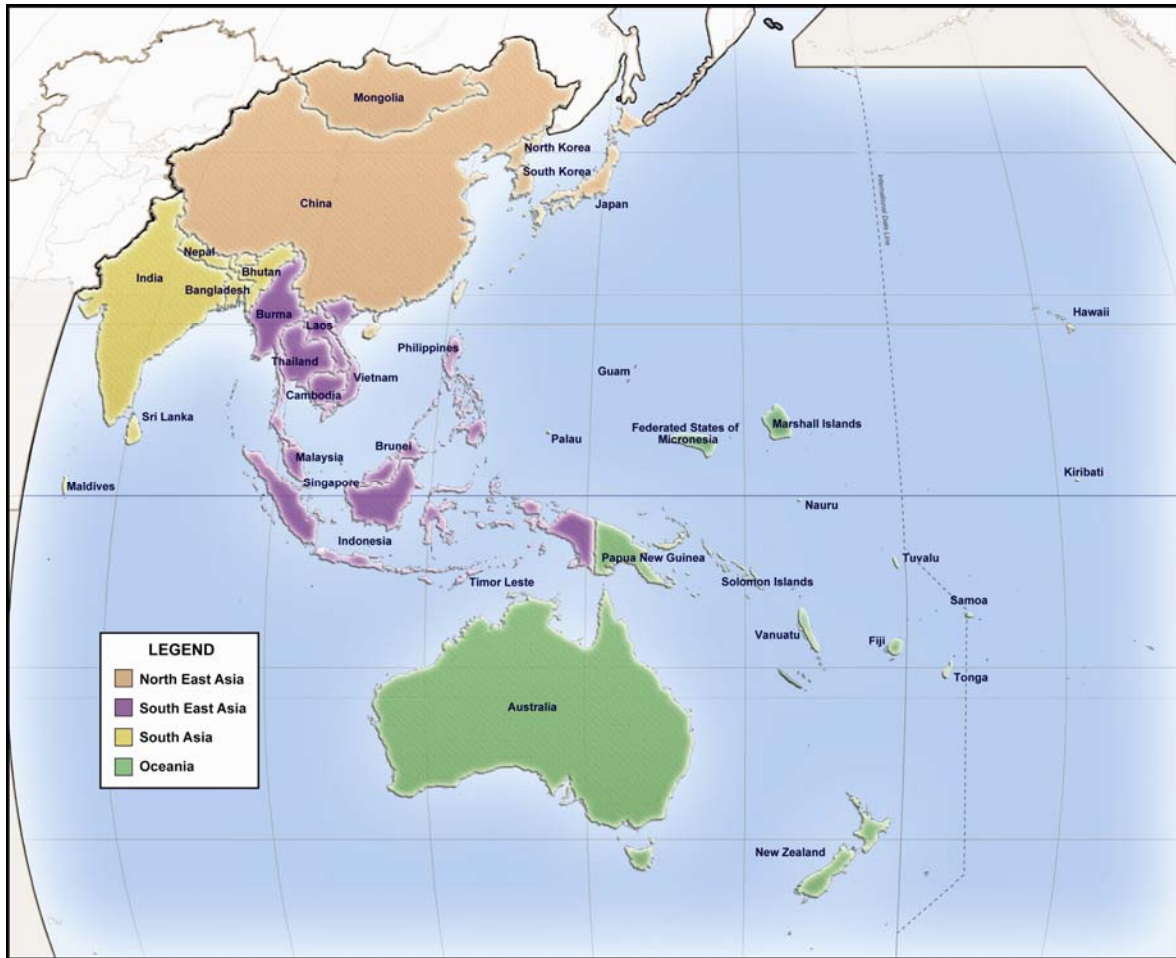
This strategy underwrites the National Defense Strategy by linking USPACOM activities and operations to U.S. Government policy and strategic guidance. It illustrates the realities of our dynamic region, presents our imperatives, and defines our objectives. We will operationalize this strategy through our Theater Campaign Plan which will shape our contributions toward a secure, stable and prosperous Asia-Pacific region.

A handwritten signature in black ink, appearing to read "T J Keating", is positioned above the printed name.

TIMOTHY J. KEATING
Admiral, U.S. Navy
Commander, U.S. Pacific Command

USPACOM Area of Responsibility

36 Countries



North East Asia (5)

China
Japan
Mongolia
North Korea
South Korea

South Asia (6)

Bangladesh
Bhutan
India
Maldives
Nepal
Sri Lanka

South East Asia (11)

Brunei
Burma
Cambodia
Indonesia
Laos
Malaysia
Philippines
Singapore
Thailand
Timor-Leste
Vietnam

Oceania (14)

Australia
Fiji
Kiribati
Marshall Islands
Micronesia
Nauru
New Zealand
Palau
Papua New Guinea
Samoa
Solomon Islands
Tonga
Tuvalu
Vanuatu

NOTE: In accordance with paragraph 14d of the 17 December 2008 Unified Command Plan, CDRUSPACOM has specific responsibilities in the Russian Federation: "In coordination with CDRUSEUCOM, in those areas of the Russian Federation east of 100° E, CDRUSPACOM conducts counterterrorism planning for all U.S. diplomatic missions; plans and, as appropriate, carries out force protection responsibilities, exercises, port visits, and similar operations; and conducts noncombatant evacuation operations."

INTRODUCTION

USPACOM is a Unified Combatant Command of the Armed Forces of the United States. Commander, U.S. Pacific Command (CDRUSPACOM) is the senior U.S. military authority in the Pacific AOR. CDRUSPACOM reports to the President of the United States through the Secretary of Defense and is supported by four component commands: U.S. Pacific Fleet, U.S. Pacific Air Forces, U.S. Army Pacific, and U.S. Marine Corps Forces, Pacific. These commands are headquartered in Hawai'i and have forces stationed and deployed throughout the region.

USPACOM has a primary warfighting mission to defend the United States and its interests. This mission is enabled by the employment of the U.S. military in support of a peaceful and prosperous Asia-Pacific region. USPACOM, our allies, and our partners face a spectrum of challenges that threaten stability. We have adopted an approach where we collectively seek multilateral solutions, recognizing challenges are best met together. ***It is a strategy based on partnership, readiness, and presence.***

This strategy is the capstone document of CDRUSPACOM. It flows from U.S. government policy and strategic guidance and shapes the USPACOM Theater Campaign Plan which is the framework for operationalizing this strategy. It serves as the primary blueprint for enhancing U.S. relationships and the capability of our allies and regional partners to address shared challenges and leverage opportunities provided in the Asia-Pacific.

VISION

U.S. Pacific Command will be an engaged and trusted partner committed to preserving the security, stability, and freedom upon which enduring prosperity in the Asia-Pacific region depends.

MISSION

U.S. Pacific Command protects and defends, in concert with other U.S. Government agencies, the territory of the United States, its people, and its interests. With allies and partners, U.S. Pacific Command is committed to enhancing stability in the Asia-Pacific region by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression, and, when necessary, fighting to win.

STRATEGIC ENVIRONMENT

USPACOM encompasses about half the earth's surface, stretching from the waters off the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. There are few regions as culturally, socially, economically, and geopolitically diverse as the Asia-Pacific. The 36 nations that comprise the Asia-Pacific region are home to more than 50% of the world's population, three thousand different languages, several of the world's largest militaries, and five nations allied with the U.S. through mutual defense treaties. Two of the three largest economies are located in the Asia-Pacific along with ten of the fourteen smallest; and almost one third of U.S. two-way trade in goods is with nations in the region. The AOR includes the most populous nation in the world, the largest democracy, and the largest Muslim-majority nation. More than one third of Asia-Pacific nations are small, island nations that include the smallest republic in the world and the smallest nation in Asia.

Challenges

The Asia-Pacific region is characterized by a remarkable level of relative stability and continuity. This is particularly noteworthy when one considers the significant regional pressures and enduring challenges. The continuation of the secure and stable conditions that underpin prosperity in the region, however, is not a foregone conclusion. There exist many traditional, emerging, and potential challenges that threaten to undermine stability. They include:

- Transnational violent extremism that promotes disorder, disrupts stability, and opposes freedom;
- State and non-state actors that sponsor terrorism, pursue nuclear technologies, proliferate weapons, and support illicit and criminal behaviors;
- Developing nations experiencing rapid economic growth and investing in extensive military modernization and expansion;
- Weapons and sensitive technology proliferation;
- Transnational and international criminal activity to include narco-trafficking, trafficking in persons, and piracy;
- Humanitarian crises such as pandemic, famine or drought;
- Natural disasters like tsunamis, earthquakes, volcanoes, typhoons and cyclones;
- Historic animosities, territorial disputes, and strong nationalist tendencies; and,
- Poor environmental stewardship and resource management, pillaging of shared resources, and disputes over resource sovereignty.

Trends

There are many strategic trends with the potential to dramatically affect the long term landscape. The influences of demographics, trade, and resources are especially powerful in light of their massive and complex interdependencies and given the relative certainty with which these trends are expected to unfold. Further, these trends, when combined with significant social, technological, or geopolitical change, compound future uncertainties and may aggravate already significant strategic ramifications.

An extensive and unprecedented demographic shift is underway that is particularly acute in Asia: developed-nation populations are aging rapidly and will start shrinking while developing-nation populations remain young and growing. This shift has the potential to fundamentally alter the balance of power in the region as the national strength of developed nations wanes, due to increased cost and decreased productivity of aging populations, and as developing nations gain strength and broader regional influence. Population imbalances may also lead to large, destabilizing work force migrations and to aggressive behavior by nations to mitigate the effects of demographic collapse.

Prosperity in the Asia-Pacific is inextricably linked to the immense magnitude of trade into, within, and out of the region. The region has become as significant a contributor to world economic output as either the U.S. or the European Union. U.S. trade with Asia is particularly enormous and currently valued at more than \$1 trillion annually. As economic interdependencies develop and grow in complexity, however, the potential for tension also grows due to conflict between economic allegiances and security partnerships. China, for example, is now the second largest trading partner of the U.S. and the largest trading partner for most of the nations allied to the U.S. in the region.

Northeast Asia is home to some of the largest resource consumers and importers in the world. Most of the energy imported into North East Asia comes through the Strait of Malacca from Africa or the Middle East. As the demand for resources from developing nations in the Asia-Pacific increases and supply shifts toward Africa and Asia, the importance of freedom of movement will grow; as will the potential for heightened tensions.

Sub-Regions

To engage in this broad environment USPACOM divides the region into four distinct sub-regions: Northeast Asia, Oceania, South Asia, and Southeast Asia (see map page 2). This sub-regional approach facilitates deliberate and effective interaction by acknowledging variations in challenges and opportunities, priorities and resources, risks, threats and solutions.

In *Northeast Asia*, deterring conflict on the Korean Peninsula continues to be a priority for USPACOM. Trilateral cooperation among the U.S., South Korea, and Japan is a cornerstone of our approach and the embodiment of the USPACOM emphasis on

multilateral security frameworks. Japanese and Korean leadership continue to contribute effectively to regional security and stability. Through senior leadership engagement and focus on common cause issues, such as humanitarian assistance and disaster response, progress continues toward maturing the U.S.-China military-to-military relationship. Despite this progress, tension remains across the Taiwan Strait.

Australia provides strong leadership across the great expanse of *Oceania*, exemplifying the USPACOM multilateral partnership effort. Emphasis in this sub-region includes enhancing host-nation capacity on response planning for humanitarian assistance, disaster relief, natural resource management, and maritime security. Australia has also joined with Japan and the U.S. in developing a trilateral partnership dedicated to improving security in the region. Additionally, USPACOM retains a Homeland defense obligation for the three Compact Nations of Palau, Micronesia, and the Marshall Islands.

In *South Asia*, USPACOM looks to mature the relationship with our strategic partner India as a leader on security cooperation. Strengthening the bi-lateral military relationship with New Delhi is an important component of that evolution, as is the recently approved civilian nuclear cooperation agreement between the two governments. Many challenges across the broader sub-region remain, however, including the legacy of powerful historic disputes that have complicated Indo-Pakistani relations and dominated U.S. security concerns in this sub region.

The Philippines has enhanced security and stability with its success against violent extremism, a focus for USPACOM in *Southeast Asia*. Intelligence fusion, interoperability, and information sharing are important USPACOM tools which strengthen military-to-military relationships that link capabilities among key partners. Thailand, Singapore, Malaysia, and Indonesia also have important roles in the campaign against violent extremism and transnational crime. With USPACOM, these nations enhance security and domain awareness around economically significant waterways, including the Strait of Malacca.

ASSUMPTIONS

USPACOM assumptions represent an assessment and predictive analysis of the future course of events. They are:

- Security interests of the U.S. will remain coupled to the security of the broader interests in the Asia-Pacific region;
- USPACOM will retain, or have available, at least the current level of force presence and posture; both will remain essential to stability in the Asia-Pacific region;
- U.S. alliances will remain strong and will promote increased regional and global security;

- Multilateral cooperative frameworks will further enhance stability and security in the Asia-Pacific and will continue to depend on U.S. leadership and commitment of resources;
- Violent extremist organizations will continue to threaten security and stability;
- China will continue to improve its military capabilities and its economic and political influence will continue to grow;
- Demographic, trade and resource trends will continue to be key security challenges for Asia-Pacific nations;
- India will remain a strategic partner and emerge as an increasingly important regional actor; and,
- Russia will work to reestablish its presence in the region.

IMPERATIVES

USPACOM imperatives denote unconditional requirements for the successful implementation of this strategy. They are:

- **Military Superiority:** USPACOM is first and foremost a warfighting command, committed to maintaining military superiority across the full spectrum of operations. We are a force ready and a force present.
- **Multilateral Approach to Security:** USPACOM profoundly appreciates the importance of bi-lateral and multilateral approaches to overcoming security challenges and maintaining regional stability. We will act in concert with those who value cooperation and collaboration to foster security and stability.
- **Freedom of Movement and Secure Access:** Freedom of movement in and secure access to all domains for all nations is quintessential to a healthy and prosperous region. USPACOM will not permit conditions which impede such movement and access; nor will we tolerate disruptions to global supply chains or threats to lines of communication and commerce.
- **Whole-of-Government Approach:** Successful USPACOM interaction in the complex security environment of the Asia-Pacific demands a high degree of coordination, integration, and unity of effort within the U.S. Department of Defense and across other U.S. Departments and Agencies. This whole-of-government approach will allow us to effectively leverage all instruments of national power.

OBJECTIVES

USPACOM objectives are long-term strategic ends developed to achieve our mission. They are consistent with national policy and CDRUSPACOM guidance. They are:

Objective 1: Protect the Homeland

Objective 2: Maintain a Robust Military Capability

Objective 3: Develop Cooperative Security Arrangements

Objective 4: Strengthen and Expand Relationships with Allies and Partners

Objective 5: Reduce Susceptibility to Violent Extremism

Objective 6: Deter Military Aggression

Objective 7: Deter Adversaries from Using Weapons of Mass Destruction

Objective 1: Protect the Homeland

- Maintain a ready force capable of defending the U.S. and its interests
- Deter attack on the Homeland through presence and posture of U.S. forces in the region
- Contribute to a whole-of-government approach to defending U.S. interests
- Guarantee freedom-of-movement and secure access to global supply chains and lines of communication and commerce
- Integrate ally and partner contributions specifically related to Homeland defense

Objective 2: Maintain a Robust Military Capability

- Sustain warfighting readiness and credible combat power
- Support modernization and emphasize future capability requirements in all domains
- Advocate programs that support training, education, and quality of life for USPACOM personnel
- Reconstitute capability of returning U.S. forces

Objective 3: Develop Cooperative Security Arrangements

- Support alliances as the basis for regional security
- Lead bi-lateral and multilateral efforts to build partner capacity and capability
- Improve interoperability among the military forces of our allies and partners
- Collaborate with regional nations, interagency and non-governmental organizations, and regional institutions to respond to the broad range of regional contingencies
- Promote participation of all nations for common cause regardless of existing capacity

Objective 4: Strengthen and Expand Relationships with Allies and Partners

- Assure allies of our commitment to regional security
- Foster growth and development of bi-lateral and multilateral relationships
- Lead bi-lateral and multilateral efforts to build partner capacity and capability to respond to contingencies

Objective 5: Reduce Susceptibility to Violent Extremism

- Detect and disrupt organizational support systems
- Build partner capacity and develop a multilateral approach to counter violent extremists and respond to violent extremist acts
- Improve intelligence and information sharing networks
- Work together with partners to deny freedom of movement and access to violent extremist groups

Objective 6: Deter Military Aggression

- Maintain credibility as an effective military force able to respond decisively
- Reassure our allies and partners through exercises and deployment of forces
- Encourage peaceful resolution to disputes through a whole-of-government approach

Objective 7: Deter Adversaries from Using Weapons of Mass Destruction

- Maintain a response capability that clearly makes use prohibitively costly
- Deter the spread of sensitive weapons of mass destruction technology as well as chemical, biological, and radiological weapons material
- Lead multilateral efforts to advance regional non-proliferation such as the Proliferation Security Initiative
- Improve intelligence and information sharing networks

MEANS & RESOURCES

Implementing the USPACOM strategy requires access to a wide range of means and resources. In addition to a robust military capability, examples include:

- Regional engagement and theater security cooperation;
- Bi-lateral and multilateral alliance agreements, including mutual defense treaties governing access to and interoperability with AOR nations;
- Military engagement, including exchanges and exercise programs designed to build regional capacity;

- Policy partnerships with a wide range of U.S. defense policy staffs and other national security staffs and agencies;
- Close coordination with the U.S. Department of State and regional U.S. Embassies;
- Links with multinational and regional security organizations and military commands;
- Collaboration with the private sector, including non-governmental organizations;
- Congressional appropriations and funding authorities to underwrite and sustain vital programs supporting security assistance and cooperation, including military education and training;
- Consultation with members of U.S. Congress and their staffs to ensure programs are coordinated and integrated; and,
- Organizations embedded within USPACOM which include:
 - **Subordinate Unified Commands**
 - U.S. Forces Korea
 - U.S. Forces Japan
 - Alaska Command
 - Special Operations Command - Pacific
 - **Direct Reporting Units**
 - Center for Excellence in Disaster Management and Humanitarian Assistance
 - Joint Intelligence Operations Center
 - Joint POW/MIA Accounting Command
 - Asia Pacific Center for Security Studies
 - Standing Joint Force Headquarters - Pacific
 - **Standing Joint Task Force**
 - Joint Interagency Task Force - West

CONCLUSION

The USPACOM strategy is based on an assessment of the current and future strategic environment. Through the implementation of this strategy, we will be an engaged combatant command committed to being a trusted partner and preeminent warfighter. We are proud of our legacy of service and success and look forward to continuing to contribute to the security and stability upon which enduring prosperity in the Asia-Pacific region depends.

